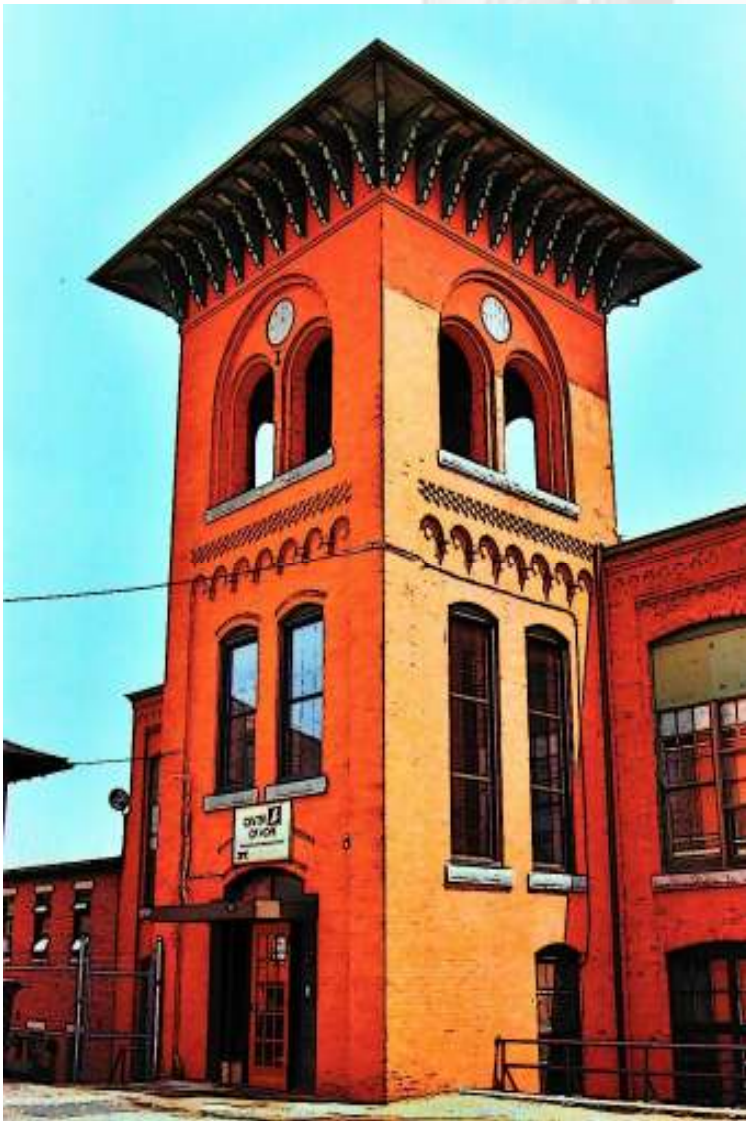


Strategic Plan

2008 - 2012



**SWCARC, Inc.
Center of Hope**

Positioning the Center of Hope's Legacy into the future ...

Strategic Goal #1

The Center of Hope will provide exemplary services to our stakeholders both internal and external.

Objective 1. The Center of Hope will continually improve services to all Stakeholders through ensuring CARF standards are met throughout the agency.

Objective 2. The Center of Hope will utilize a comprehensive quality assurance evaluation system to ensure programs meet the standards set forth by the agency, funders and stakeholders.

Strategic Goal #2

The Center of Hope will implement policies, structure and an agency culture that will maximize our ability to attract, recruit and retain a competent workforce.

Objective 1. A comprehensive and expanded recruitment strategy will be implemented to meet the diverse needs of the Center of Hope.

Objective 2. The Center of Hope will review and develop policies and procedures and continually strive to improve supports to agency staff in order to achieve an overall increased staff retention rate by 5%.

Strategic Goal #3

The Center of Hope will meet the information and communication needs of our stakeholders, both internal and external.

Objective 1. The Center of Hope will increase awareness of the agency and disabilities as a whole amongst all stakeholders.

Objective 2. The Center of Hope will implement systems that increase and improve internal communications.

Strategic Goal #4

The Center of Hope's financial viability will be strengthened.

Objective 1. The Center of Hope's accounting system and policies will conform to established accounting, business and legal requirements and all relevant individuals will be trained to be engaged in and report on their responsibilities with the budgeting and accounting process.

Objective 2. SWCARC, INC. will ensure that the agency has the financial resources required to fulfill its mission, meet the needs of all stakeholders, and attain organizational performance objectives.

Positioning the Center of Hope's Legacy into the future ...

Objectives and Strategies

Strategic Goal No. 1:

The Center of Hope will provide exemplary services to our stakeholders both internal and external.

Objective 1. The Center of Hope will continually improve services to all Stakeholders through ensuring CARF standards are met throughout the agency.

Agency-Wide Strategy 1.

The Agency will attain a three year CARF certification by December 31, 2007 and will maintain the standards necessary to ensure a continued focus on quality improvement as required by the CARF audit.

Agency-Wide Strategy 2

The Agency will attain the QUEST accreditation of “Two Years with Distinction” by May 2008

Objective 2. The Center of Hope will utilize a comprehensive quality assurance evaluation system to ensure programs meet the standards set forth by the agency, funders and stakeholders.

Agency-Wide Strategy 1

The Center of Hope will initiate a Balanced Scorecard Quality Assurance Program by August 2008, to assess and guide programs and operations in providing the highest quality programming possible.

Strategic Goal No. 2:

The Center of Hope will implement policies, structure and an agency culture that will maximize our ability to attract, recruit and retain a competent workforce.

Objective 1. A comprehensive and expanded recruitment strategy will be implemented to meet the diverse needs of the Center of Hope.

Agency-Wide Strategy 1

The Center of Hope will expand its recruitment efforts by providing one major venue per quarter to recruit competent and competitive employees.

Agency-Wide Strategy 2

By February 2008, the Center of Hope will hold a Benefits Fair to inform all staff of the numerous benefits offered by the agency.

Agency- Wide Strategy 3

The agency will provide structural changes that enhance the agency’s professionalism and first impression, including improvements to the Personnel Office, Entrance, Parking and Training Office by June 2008.

Objective 2. The Center of Hope will review and develop policies and procedures and continually strive to improve supports to agency staff in order to achieve an overall increased staff retention rate by 5%.

Agency-Wide Strategy 1

The Center of Hope will review and redesign applications, job descriptions and evaluations to better recruit and retain competent and competitive workforce.



Objectives and Strategies

Strategic Goal No. 3:

The Center of Hope will meet the information and communication needs of our stakeholders, both internal and external.

Objective 1. The Center of Hope will increase awareness of the agency and disabilities as a whole amongst all stakeholders.

Agency-Wide Strategy 1

By January 2008, the Center of Hope will have developed a comprehensive marketing plan, which will focus on increasing awareness of the agency, recruiting new program members and developing new business opportunities for the agency.

Agency-Wide Strategy 2

By June 2008, the Center of Hope will have concluded 12 outreach events (excluding fundraisers) that will enhance the community's understanding of the agency and persons served.

Agency-Wide Strategy 3

By June 2008, the Center of Hope will have held at least 4 trainings/informational sessions for employees and other interested stakeholders that enhance the understanding of persons with disabilities.

Agency-Wide Strategy 4

By June 2008, the Center of Hope will have increased the number of newsletters distributed by email to 25% of all mailings.

Objective 2. The Center of Hope will implement systems that increase and improve internal communications.

Agency-Wide Strategy 1

By January 2008, the Center of Hope will have placed a designated staff computer in all sites for all staff to be able to access email, surveys, training and announcements.

Agency-Wide Strategy 2

The Center of Hope will initiate at least 4 systems change recommendations to improve communications and will ensure that these changes have improved communication by surveying all staff.

Agency- Wide Strategy 3

Throughout the agency, staff will participate in regular staff meetings and The Center of Hope Management Team will hold full agency staff meetings at least semi-annually.

Strategic Goal No. 4:

The Center of Hope's financial viability will be strengthened.

Objective 1. The Center of Hope's accounting system and policies will conform to established accounting, business and legal requirements and all relevant individuals will be trained to engage in and report on their responsibilities with the budgeting and accounting process.

Agency-Wide Strategy 1

The Center of Hope will ensure that the agency's fiscal policies and procedures, including internal control procedures, are documented and controlled with periodic internal audits to ensure compliance.

Agency-Wide Strategy 2

The Administrative Team will meet weekly to discuss and resolve financially related issues.

Agency-Wide Strategy 3

Financial Results will be compared to budgets monthly, with significant deviations identified and investigated so that corrective actions are implemented when needed in a timely manner.

Agency- Wide Strategy 4

The Center of Hope will continue to have its financial statements audited annually by an independent auditor.

Objective 2. SWCARC, Inc. will ensure that the agency has the financial resources required to fulfill its mission, meet the needs of all stakeholders, and attain organizational performance objectives.

Agency-Wide Strategy 1

The Center of Hope will write formal business plans and budgets as a fiscal management tool and they will be disseminated to appropriate stakeholders.

Agency-Wide Strategy 2

The Center of Hope will develop a formal process to be used in exploring ideas for possible new businesses and evaluating their feasibility.

Agency- Wide Strategy 3

The agency will make a focused effort to obtain grants, sponsors, contributions and other types of financial support.

Agency- Wide Strategy 4

The agency will work towards a purchasing consortium with other similar Arcs and businesses.

Positioning the Center of Hope's Legacy into the future ...